

*“COM as Shooter”
Operational Planning using C2
for Confronting and
Collaborating*

Captain Andy Baan

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TWO

ANTENNAE

Success

‘Wait. We should not have to answer these questions! We have never been asked for this information before.’

- AFNORTH participant

CCA supports EBO

- Purpose of EBO
- Mission is accomplished when behavior is shaped so that intentions are in compliance

History

- Wellington
- Modern Warfare
- Peace Support Operations, COM is the Shooter. The COM determines the message
 - Must know everything
 - COM must ensure the message is consistent up and down the chain
- C2CC's Purpose

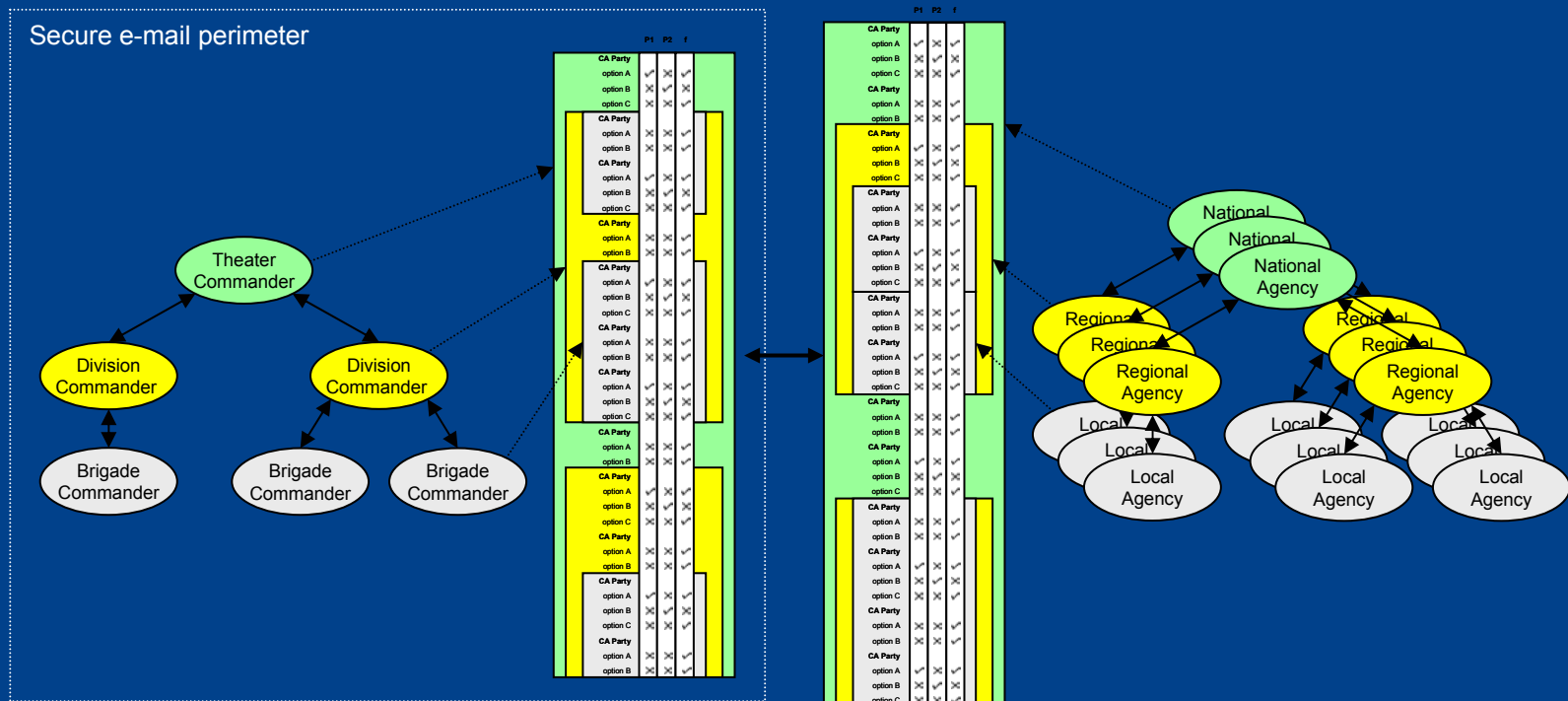
COM as Shooter



C2CC

Internal CC System

External CC System

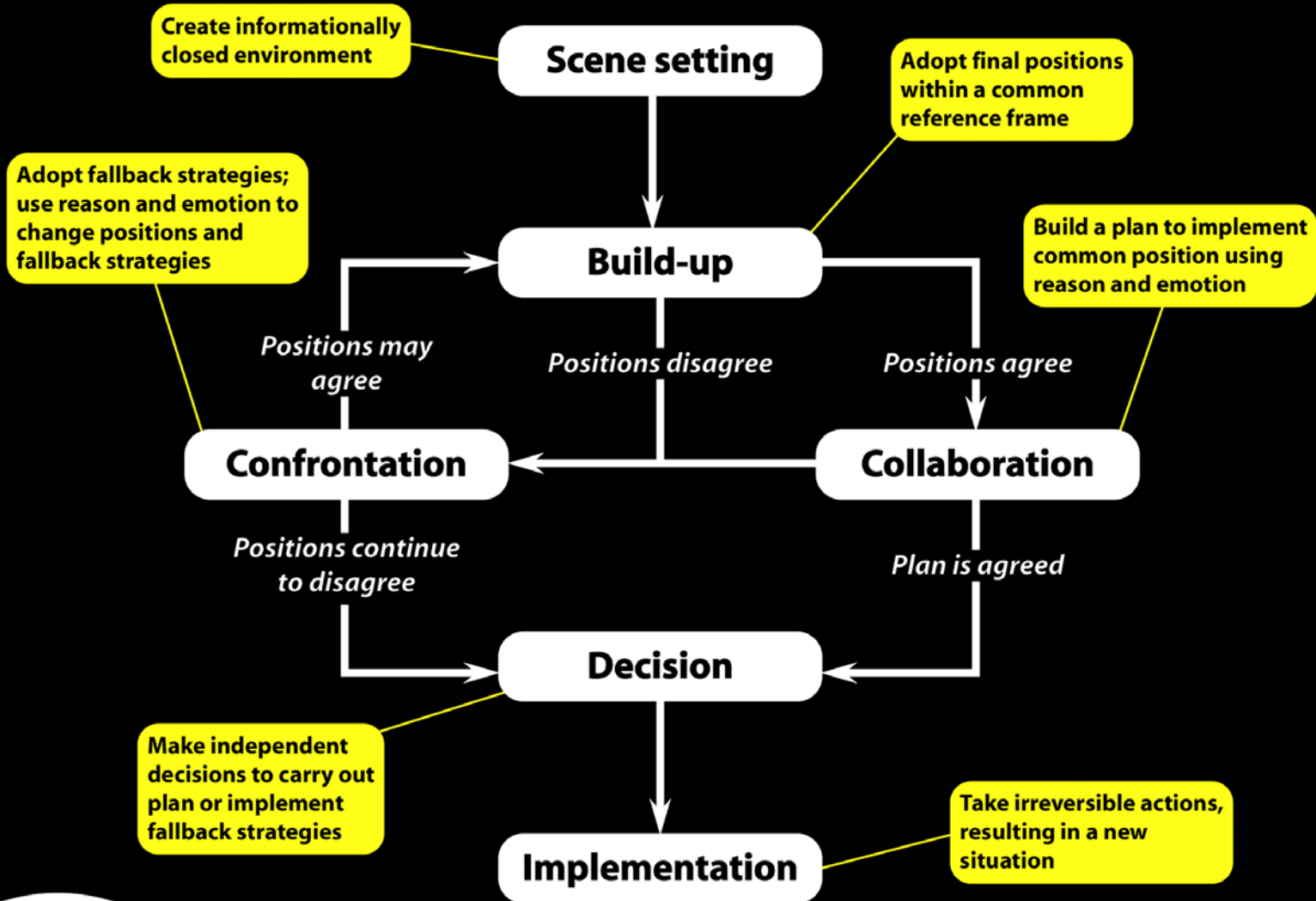


CCA PROCESS

Six Phases of an Interactive Episode

- Scene-setting
- Build-up
- If positions agree, then Collaboration, Decision
- If positions disagree, then Confrontation then Decision
- Implementation

COM as Shooter



Example

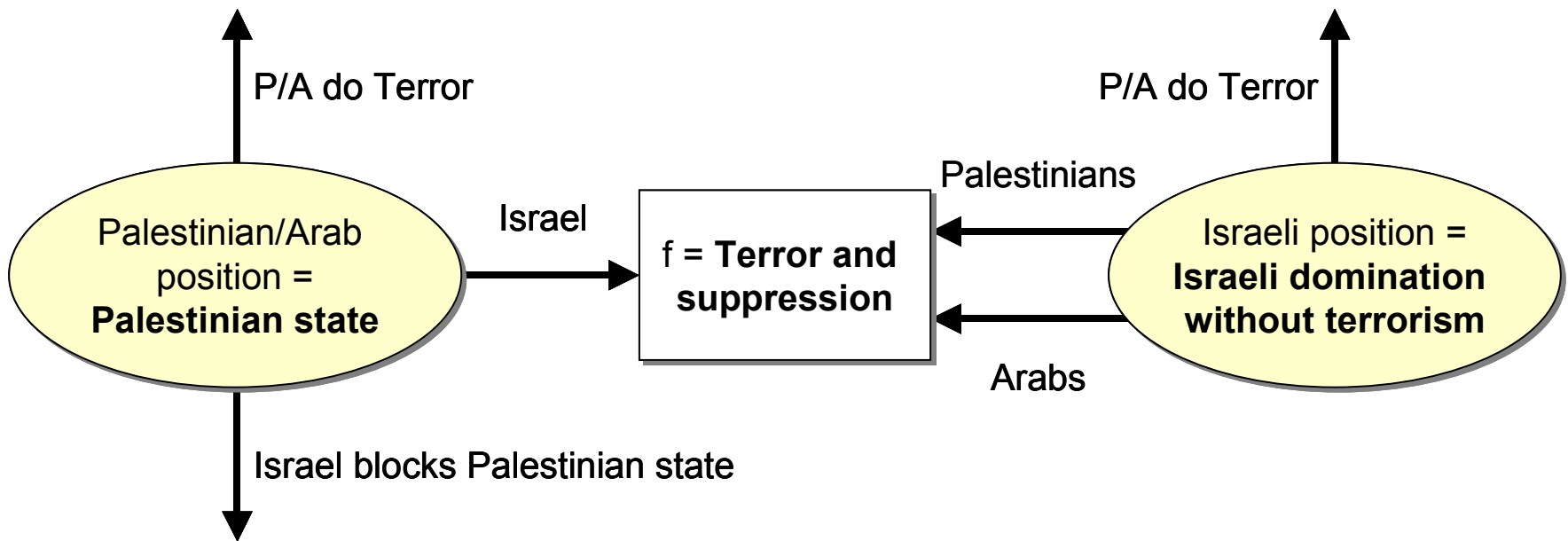
- Options Board showing Confrontation
- Tug of War for Confrontation
- Options Board showing Collaboration
- Tug of War for Collaboration

COM as Shooter



	PI	P+A	f	I
PALESTINIANS				←
stop terrorism	•	?	•	?
recognize/accept Israel	•	?	•	?
ARAB STATES				←
fund terrorism	□	?	□	?
recognize/accept Israel	•	?	•	?
ISRAEL		→		
accept “viable” Palestinian state	•	?	•	•
raid/suppress Palestinians	□	•	□	•
accept minimal Palestinian state	•	•	•	□

COM as Shooter



COM as Shooter



PI a r(P+A) r(I)

PALESTINIANS

- stop terrorism
- recognize/accept Israel

ARAB STATES

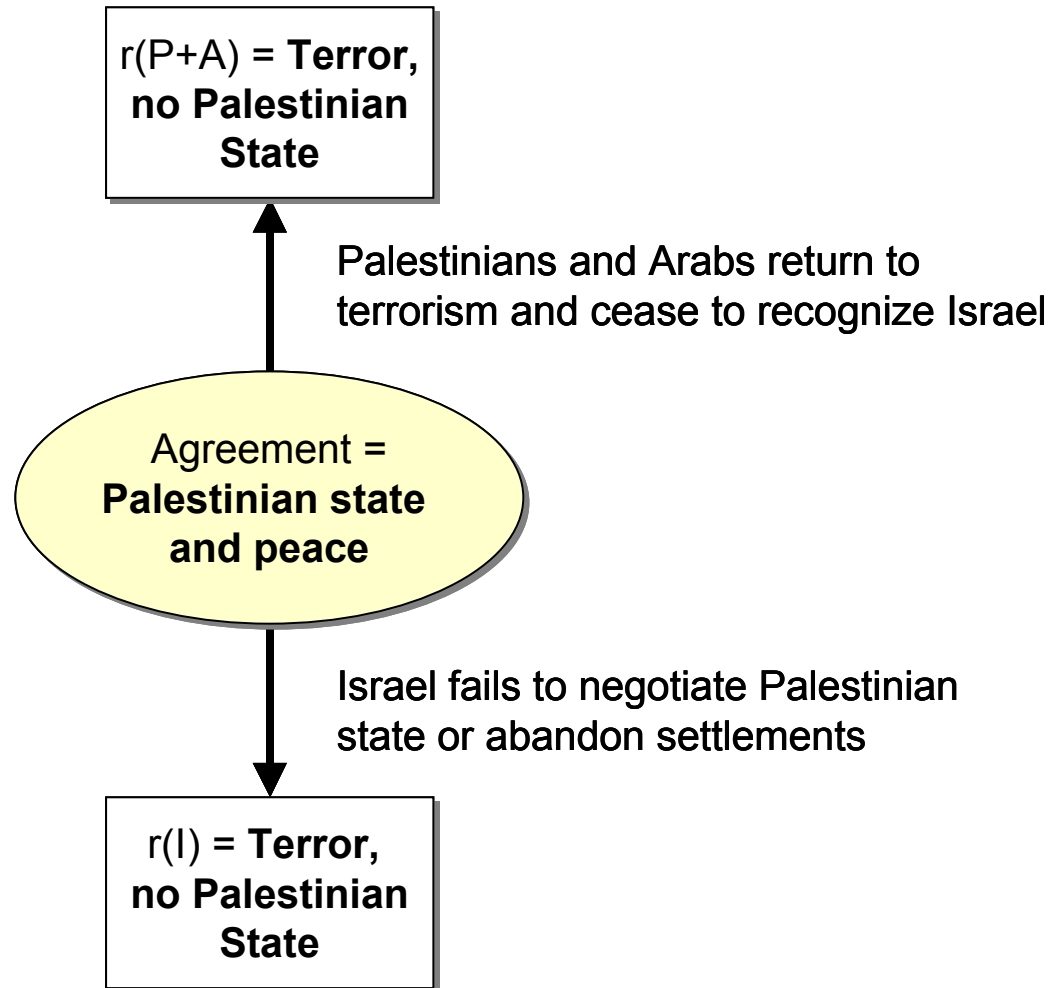
- fund terrorism
- recognize/accept Israel

ISRAEL

- negotiate Palestinian state
- progressively abandon settlements
- expand settlements
- raid/suppress West Bank/Gaza

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COM as Shooter



AFNORTH Trial

- Part of Allied Action 03 Planning Process
- Participants included 3-star General, staff including POLAD, LEGAL, CIMIC
- Training session preceded work
- Three models

Parties We Analyzed

- Friends
 - Foes
 - Neutrals
-
- All three are required to agree to achieve compliance

AFNORTH Trial Outcomes

- Success- Demonstrated need to create national/political problems as injects
- Success- Demonstrated issues overlap
- Success- Demonstrated the benefit of COM's participation, an intention of C2CC

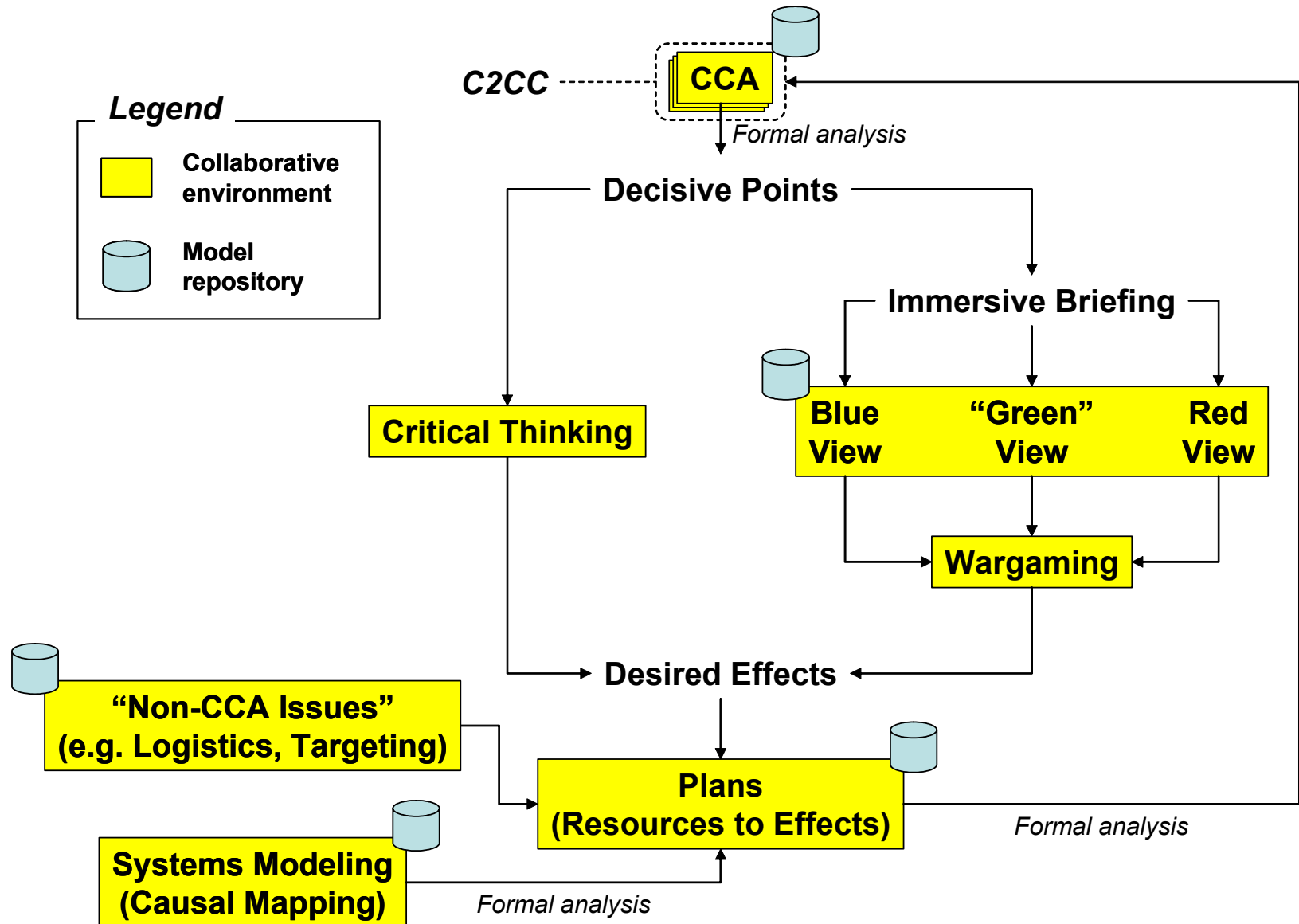
Insights Gained

- Don't be too ambitious
- Adequate training of facilitator and staff is important to get the most benefit
- New processes need to be injected into the training process all along the career path i.e. difficult to do training *and* immediately use system all at one

The Future

- Working with JFCOM
 - Appears that C2CC and ONA are mutually reinforcing
- Additional experiments
- Ongoing analysis
- Software and training manuals

COM as Shooter



QUESTIONS?

Captain Andy Baan

COM as Shooter



PSO Reminders

- COM needs to be fully informed and engaged
- Goal is to change intention of parties because mission does not end until parties realize that their desired end-state is the international community's proclaimed end-state

COM as Shooter

